

# **EXHIBIT A**

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13 NSS Labs, Inc.

14 **UNITED STATES DISTRICT COURT**  
15 **NORTHERN DISTRICT OF CALIFORNIA**

16 NSS LABS, INC.,

17 Plaintiff,

18 v.

19 CROWDSTRIKE, INC., SYMANTEC  
20 CORPORATION, ESET, LLC, ANTI-  
21 MALWARE TESTING STANDARDS  
22 ORGANIZATION, INC. AND DOES 1-50,  
23 INCLUSIVE,

24 Defendants.

CASE NO. 5:18-CV-05711-BLF

**DECLARATION OF JASON BRVENIK  
IN SUPPORT OF PLAINTIFF'S NOTICE  
OF ADDITIONAL EVIDENCE**

Date: April 2, 2020  
Time: 9:00 AM  
Location: Crtm 3, San Jose  
Judge: Hon. Beth Labson Freeman



1 I, Jason Brvenik, declare as follows:

2 1. I am the President of plaintiff NSS Labs., Inc.

3 2. On January 16, 2020, I made a recording of a conference call initiated by Dennis  
4 Batchelder, the president of AMTSO.

5 3. I made the recording from my office in Austin Texas, where I understand that only  
6 consent of a single party to a conversation (me) is required for the recording of a conversation.

7 4. I had a transcript of the recording made by a Certified Shorthand Reporter in Texas.  
8 A true and correct copy of that transcription is attached hereto as Exhibit 1.

9 5. The transcript appears to have accurately transcribed the recording, which I still  
10 have in my possession, and which is available for review.

11 6. I know the foregoing of my own knowledge and if called as a witness could  
12 competently testify thereto.

13 7. I believe the following items (7.a-7.c) are errors in the transcription identifiable by  
14 reading the transcript.


15 a. Page 3, Line 7 should be MRG Effitas, SE Labs

16 b. Page 10, Line 5 should be Jason Brvenik

17 c. Page 12, Line 20 unidentified party is Simon Edwards, AMTSO chairman and CEO  
18 SE Labs

19 I declare under penalty of perjury under the laws of the United States of America that the  
20 foregoing is true and correct.

21 Dated: March 26, 2020

22   
23 \_\_\_\_\_  
24 Jason Brvenik

# **EXHIBIT 1**

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TRANSCRIPTION OF  
RECORDING LABELED  
"AMTSO TESTERS CALL"

1 (Audio begins)

2 ELECTRONIC VOICE: Welcome to the audio  
3 conferencing center.

4 Please enter a conference ID followed by  
5 pound. To continue in...

6 You're now joining the meeting.

7 DENNIS BATCHELDER: Hey, Greg, how are  
8 you?

9 GREG: Good. Yeah, I tried clicking the  
10 link to join the conference. That's blocked by  
11 Verizon. So --

12 DENNIS BATCHELDER: Really, your own  
13 company blocks Microsoft Teams?

14 GREG: Yep.

15 DENNIS BATCHELDER: Pretty funny. And  
16 then someone just joined from 512 area code.

17 JASON BRVENIK: It's Brevnik.

18 DENNIS BATCHELDER: Hey, Jason, how are  
19 you?

20 JASON BRVENIK: Well, thanks.

21 DENNIS BATCHELDER: Cool.

22 Let's give people a couple of minutes to  
23 dial in. I think, you know, some of you guys dialing  
24 in might have experienced a problem getting online.  
25 So, there might be a couple of others experiencing the

1 same problems.

2 Hey, Terrence. Welcome.

3 (Broken audio.)

4 JASON BRVENIK: I can't understand a word  
5 you're saying.

6 UNIDENTIFIED SPEAKER: How many have  
7 tentatives from MIG, Epitask and STT Labs?

8 DENNIS BATCHELDER: So, we'll wait one  
9 more minute and we'll get going.

10 (Broken audio.)

11 UNIDENTIFIED SPEAKER: Yeah (broken  
12 audio) overwhelmingly so, apparently.

13 DENNIS BATCHELDER: Well, which is  
14 awesome. Still recovering.

15 Oh, man. Yeah. I mean, we -- we started  
16 the year off with a bang trying to -- trying to launch  
17 a test on macOS and that's given us all kinds of  
18 problems. So, that's been -- that's been interesting,  
19 trying to wrap our brains --

20 UNIDENTIFIED SPEAKER: Yeah. My  
21 solution -- my solutions back then is to never to do  
22 any Mac testing at all.

23 DENNIS BATCHELDER: I think that's a good  
24 start. You know --

25 UNIDENTIFIED SPEAKER: Yeah.

1 DENNIS BATCHELDER: -- you know, Apple  
2 says there's no malware there anyway. So, why bother?

3 UNIDENTIFIED SPEAKER: Yeah, exactly.  
4 Yeah.

5 UNIDENTIFIED SPEAKER: That's a good idea.  
6 So, I think Microsoft may also come to the conclusions  
7 of --

8 DENNIS BATCHELDER: Microsoft has a -- has  
9 a Defender for Mac now. I mean --

10 UNIDENTIFIED SPEAKER: What?

11 DENNIS BATCHELDER: Yeah, yeah. There --  
12 they've licensed the Defender's engine for product and  
13 then they're building their own in the meantime. So,  
14 yeah. Corporate only, no consumer. So, I guess  
15 corporate world needs it anyway.

16 Okay. I think it's been -- it's been a  
17 little bit over a minute. So, I think we can just get  
18 going. So, hey, welcome. So glad you guys have joined  
19 this call.

20 Scott, Jeffrey's actually had the idea  
21 that we should -- we should -- we should get job  
22 testers together and kind of talk about our thoughts.  
23 We've been spending some time on our executive team  
24 going over what's been happening with the DOJ  
25 investigation and our thoughts about how we could -- we



1 could -- we could work (broken audio) other ways we  
2 could be more (broken audio) testers (broken audio)  
3 about my own thoughts (broken audio) on December 10th  
4 for a deposition with the DOJ about AMTSO stuff and it  
5 was -- it was a -- I don't know -- nine-hour affair  
6 where we went over lots and lots of e-mails and topics  
7 and discussions.

8                   And I left there thinking a lot about what  
9 other things can we do for AMTSO to make it better.  
10 And I wanted to share with you some of those thoughts  
11 because it got me -- it got me thinking. And, you  
12 know, my -- my lawyer suggested that we don't draw too  
13 tight a relationship between the DOJ, you know,  
14 investigation and changes we're going to make but I --  
15 I -- what I want to do is I want to talk about that --  
16 the way they asked their questions and in my readings  
17 of that transcript again afterwards about what it was  
18 like -- I mean, other than the fact that I found that I  
19 say "so" a lot and "yeah" and "umm" a lot -- just  
20 rereading that transcript and seeing how they asked  
21 their questions and what they were trying to get at  
22 with their questions, I -- I think it was informative  
23 into, you know, how others can view AMTSO and how --  
24 how an outsider can view AMTSO and what we can do to  
25 make it more (broken audio). I feel (broken audio)

1 documents about different e-mails that went around or  
2 (broken audio). So -- or documents that they saw or  
3 reading of the standard and the -- they were asking  
4 questions about these various incidences that -- that  
5 took place.

6               Some of them were about the blog that we  
7 published about the holiday test and all the comments  
8 around that or the blog we published about other tests  
9 and all the comments and commentary leading up to that.  
10 There were a lot of comments around that Deceptor test  
11 discussion we had back at the end of 2017. And then  
12 there were just generic e-mails that went back and  
13 forth between the board and members and different  
14 members asking for investigations or complaining about,  
15 you know, different other members.

16               And all that led to these six questions.  
17 So, I'll go into those six areas. The first area was:  
18 Does AMTSO have equivalent tools to hold both testers  
19 and vendors accountable? And this came up maybe --  
20 maybe five or six times, yeah, throughout the day  
21 that -- when they looked at cases where we talked about  
22 publishing a blog about that test, the question would  
23 come up as, "Oh, that's great. You have a way that you  
24 can call out (broken audio)" and that impact the  
25 tester.

1 Well, what do you do when a tester does  
2 something (broken audio). We have lots of examples of  
3 vendors doing things (broken audio). We need to hold  
4 them accountable. So, that came up (broken audio) and  
5 I think it was, you know -- brought it up several  
6 times. It's worth reflecting over it to find out do we  
7 have a way.

8 And my initial thought is that it's  
9 actually tough because testers are generally a lot  
10 smaller than vendors and if AMTSO were to write a blog  
11 about a vendor -- and we've done that a few times --  
12 doesn't really affect the vendor very much, but we  
13 could make a huge difference in the livelihood of a  
14 small tester if we wrote a blog that says something  
15 about that vendor. Those (broken audio) accountability  
16 (broken audio) vendors and testers. So, that was one  
17 for whatever you think it's worth. (Broken audio) hold  
18 the nontester accountable just as well or not or should  
19 we stop holding one cohort more accountable than the  
20 other? So, that was one.

21 Should I pause there for a second or  
22 should I just keep going through this list and then we  
23 can just have a more general conversation?

24 UNIDENTIFIED SPEAKER: I would say please  
25 keep going, Dennis.

1                   DENNIS BATCHELDER: Okay. All right. The  
2 second -- the second area that came up quite a few  
3 times was when you guys make decisions how do you  
4 ensure that there's equal vendor/tester representation  
5 in those decision-making processes. And we went over  
6 four decisions and e-mail-based decisions or  
7 member-based decisions and we talk about what we do  
8 internally to make sure that we're taking everyone's  
9 opinion into account and the controls we -- we've tried  
10 to put in place and how we operate versus, you know,  
11 how we've changed our bylaws to try and get this  
12 better. But really this came up quite a few times.

13                   So, I think it's an area worth making sure  
14 we got right, which is, you know, is there equal  
15 representation as we make decisions?

16                   The third area that came up twice, maybe  
17 three times was (broken audio) drive vendors to do more  
18 aggressive testing (broken audio) or will that allow  
19 vendors to gain up more on the tester to get their way.  
20 And they brought up a few examples where that -- that  
21 seemed to be the case in the e-mail exchanges and they  
22 brought up this Deceptor test that we tried to run at  
23 the end of 2017 that, you know, we worked with  
24 AV-Comparatives to run. And they pointed out quite a  
25 few of the vendor comments in those threads as examples

1 of -- you know, the vendors are saying, "Oh, you should  
2 not publish your results unless we've all agreed."  
3 "Oh, you shouldn't do this unless we've all agreed."  
4 And did that just allow more aggressive test management  
5 because we try to do it under the standards.

6 Oh, another -- I don't know if you guys --  
7 since we're just on video here, if you guys are all  
8 nodding your heads or -- I mean, is this interesting  
9 for you guys or just give me some feedback.

10 UNIDENTIFIED SPEAKER: Yeah, yeah.

11 DENNIS BATCHELDER: Okay. Cool.

12 GREG: I don't think it's surprising. I  
13 mean, I think it's something that the testers have been  
14 bringing up for years. So, I mean, I'm kind of  
15 surprised that you think this is, you know, sort of new  
16 stuff.

17 DENNIS BATCHELDER: No, no. Greg, I'm  
18 not -- I guess I'm not thinking it's new stuff. I'm  
19 thinking it got me to thinking about it differently.  
20 Usually when I frame --

21 GREG: Okay.

22 DENNIS BATCHELDER: -- a problem in my  
23 mind I think about those vendors and testers and our  
24 jobs are to get them all to get along and I don't think  
25 about the equality equations much. (Broken audio)

1 problem. So, for me it's been eye opening to do this  
2 through the frame of is it equal representation. I  
3 don't know if that makes sense.

4 GREG: Yeah. I think that makes sense.

5 JASON BATCHELDER: It's shocking to me.

6 DENNIS BATCHELDER: You know (broken  
7 audio) testers difficult for me to think of it that  
8 way. (Broken audio) I think -- (broken audio).  
9 Three -- there's only three more to go and then I can  
10 talk about my own reflections and then -- and then  
11 where I think we are with the DOJ and then what I want  
12 to do but let me get through the other three first.

13 So, the next one was: There was a lot of  
14 questions about how we supported vendors when they had  
15 problems with tests and they went through several  
16 examples of that where vendors would demand AMTSO to  
17 take action. In fact, other testers would demand AMTSO  
18 to take action against a certain test; but when do we  
19 support testers when they have issues with vendors?  
20 When it's a bad vendor does that get the same treatment  
21 by AMTSO?

22 And that was an interesting question and I  
23 think my answers to those questions were, you know, we  
24 don't really get asked that often (broken audio) and  
25 that could be indicative of the problem itself or



1 (broken audio) recourse with testers but maybe not.

2 And I think it came up quite a few times. So, it's  
3 worth bringing up here as well is that -- and I don't  
4 know. I'll tell you my reflections on that soon. So,  
5 that's the fourth.

6 The fifth one was, yeah: Why is there so  
7 few investigations against vendors? You've got quite a  
8 few examples of investigations against testers or  
9 tests. Why are there so few against vendor?

10 And it can't just be because all vendors  
11 are perfect. I think we know better than that. So,  
12 why aren't -- why aren't the testers coming? So, one  
13 was do they support and the next one was why are there  
14 so few investigations that AMTSO actually conducts.

15 And then the last thing that came up was  
16 around what -- you know, what we call internally demand  
17 gen, which is how AMTSO is trying to drum up public  
18 support for following the standard. And that --  
19 that -- I would say we spent a good portion of the  
20 afternoon talking about the different ways of doing  
21 demand gen. And are we doing it in a way that's fair  
22 for testers? Are we doing it in a way that's fair for  
23 vendors and so forth. But they don't -- they don't  
24 really -- you know, I don't really have much reflection  
25 on that one because they were just really asking a lot

1 of questions about are we doing it fair or not. But it  
2 came up quite a few times so I wanted to bring it up.  
3 So, those -- those are the six basic themes that I  
4 pulled from this that went beyond just, you know, what  
5 did this person mean or what did this person say or who  
6 were the bad vendors or who do you think are the bad  
7 test- -- you know, the standard questions that I think  
8 they -- they were just using to dig in.

9 But these are the things that kept coming  
10 up throughout the day. So, any -- any questions about  
11 those statements specifically (broken audio) big things  
12 we've been talking about? (Broken audio.)

13 UNIDENTIFIED SPEAKER: (Broken audio) Most  
14 of us are on mute and it takes a few seconds for me to  
15 stop muting.

16 But, yes, I agree.

17 DENNIS BATCHELDER: These six areas are --  
18 I guess we could say areas of improvement that AMTSO  
19 could have, again to each of these --

20 UNIDENTIFIED SPEAKER: Yeah. You know, go  
21 back to the point that you've made about people  
22 complaining about other people. You know, I haven't  
23 seen -- we all have conversations about stuff and we  
24 complain about how things have gone but I don't  
25 remember many cases where people complain about

1 vendors. It does happen and, you know, vendors do  
2 sometimes cheat or don't pay their bills or whatever.  
3 But, you know, Andreas Marks, myself, Peter, we used to  
4 meet and chat fairly regularly a few years back and  
5 we'd usually one -- we'd have one or two things to talk  
6 about. But we haven't done that in the last couple of  
7 years. I don't think it's been for any reason other  
8 than, "Well, I'm not experiencing those kind of  
9 problems like they used to" and -- but they can speak  
10 for themselves but maybe they're (indiscernible) as  
11 well. I don't know. Maybe the vendors are getting  
12 better.

13 DENNIS BATCHELDER: Yeah. I mean, there  
14 were those cheating allegations that AV tests and  
15 AV-Comparatives, you know, called out but that -- most  
16 of that was done without AMTSO support.

17 UNIDENTIFIED SPEAKER: Yeah, exactly. And  
18 then you had those -- one of those vendors was very  
19 poor at paying their bills and -- but expected service  
20 to -- to run uninterrupted. (Broken audio) correct  
21 now. I don't think that's happening.

22 DENNIS BATCHELDER: All right. (Broken  
23 audio).

24 Yeah. Okay. So, I'm going to get into my  
25 four reflective thoughts that I had. So, I had --

1 before I do that I sent out -- as soon as this hearing  
2 was over, the next morning I sent out an e-mail to  
3 the -- to the AMTSO board and I captured some of these  
4 things and said, "Hey, we need to go focus on these  
5 areas. These were some of the questions that came  
6 back." And it got me thinking in certain ways and I'm  
7 thinking maybe -- maybe there's things we could do in  
8 these fronts there. So, that was December 11th, right,  
9 it's part of the holiday here.

10                   And I got the transcript back on I think  
11 it was December -- right before Christmas. So, I  
12 didn't spend much time. But this last week I've been  
13 going through this transcript and rereading again and  
14 putting the thoughts together. So, I'll give you some  
15 of the reflections I've had since then. So, there's  
16 four basic things.

17                   One is is that I -- I do feel that vendors  
18 -- that AMTSO helps vendors gang up. You know, when  
19 you have these e-mails that go back and forth on AMTSO  
20 it allows the vendors to join in NA and express that,  
21 yes, I also agree or plus one or gang up or we all  
22 should work together. It actually can bring out the  
23 worst in the vendors because they don't really have the  
24 ability to gang up privately without causing the kinds  
25 of problems.

1                   And I looked at -- I went back and I  
2   reread all those e-mails around that Deceptor tests  
3   again and it had quite a few examples of that, what we  
4   would say would not be good behavior in allowing a  
5   vendor to gang up. I think that's something that we  
6   can definitely improve on is how do we -- how do we not  
7   allow that to get out of control. Board members all  
8   jump in with their opinion and actually lose a tester  
9   in a worse case than what they had before.

10                  That's one reflection I had is that you  
11   know are we -- are we -- how do we make sure that we're  
12   not used as an accelerant to issues because that will  
13   just keep testers from wanting to talk about things  
14   publicly at AMTSO if it was actually going to drive,  
15   you know, this herd mentality behavior from vendors.

16                  So, I'd like to figure out some way to  
17   make sure that we -- that couldn't happen.

18                  Number 2 is I -- I felt really good when I  
19   went through all the AMTSO/executive e-mails and  
20   decisions that AMTSO eventually made on all these  
21   different issues. I think that we had -- we had some  
22   good advice when it came to their counsel (broken  
23   audio) we tried really hard to make sure that we were  
24   not (broken audio) beyond reproach. That doesn't  
25   say -- I'm not saying that all the behavior of all the

1 different players was good because it wasn't. There  
2 were plenty of cases where you read those e-mails and  
3 you wince and you're thinking, "Jeez, that -- that  
4 vendor and that tester is expressing something that  
5 they probably shouldn't be doing publicly. But I felt  
6 pretty good about where we landed in our  
7 decision-making processes. And I -- and I felt like,  
8 yeah, we've really come a long way as AMTSO in the last  
9 three or four years from what I remember it being in  
10 the previous years. And I didn't have that much  
11 exposure but I had a couple years' exposure. To that I  
12 feel like we've -- we've come a long way in maturity.  
13 That was the second thing that I -- that I had.

14           The third -- the third thing that I  
15 reflected on and it came up several times at the DOJ as  
16 well is there is a difference between historic testing  
17 and what happens under the limited set of standards  
18 base tests that we're running now. So, there's quite a  
19 few times and we -- those of you who were at the London  
20 meeting saw this as well that there's quite a few times  
21 when people talk about the -- the past and the  
22 different behaviors of different vendors and testers in  
23 the past and it's just assumed that it's going to  
24 continue the same way. So, the standard isn't going to  
25 support and isn't going to help. You know, it's not



1 going to make a difference. But the kinds of  
2 problems -- and this was the big thought that I had is  
3 if the kinds of problems had existed in historical  
4 testing are different than the kinds of problems that  
5 exist under a standard base test. And I think -- and  
6 that goes with -- and it could just be because we're  
7 limited because there's only so many standardized based  
8 tests out there. There's only been, you know -- you  
9 know, I don't know, seven or eight different tests that  
10 have run underneath the standard. But the talk about  
11 communications and fair play and cheating and not  
12 knowing something was going to happen and  
13 misrepresentation in the reports or the misuse of the  
14 report by someone who used the standards test is not  
15 the same as it is with nonstandard tests as a whole.  
16 Now that's a general statement but I -- I do see a  
17 difference there. Good or bad I don't know. But --  
18 but we can't just take examples of what's happened from  
19 the past and just automatically assume they're going to  
20 continue the same way in this standard because it's  
21 a -- it's a different approach of vendor and tester  
22 working together.

23                   And the last thing that I kept reflecting  
24 on is what is it that keeps testers from asking us to  
25 do more investigations. Is it that they feel that it's

1 just inherently unfair for AMTSO to be involved in it  
2 or unfair because AMTSO is predominantly vendors. So,  
3 you're not going to get, you know, a good recourse from  
4 them, or is it easier just to do the business yourself  
5 because there's money at stake? So, those are the four  
6 areas that I was -- I spent a lot of time thinking  
7 about, right, and I don't really have an answer to that  
8 last one. I wish it was better.

9                   And the one last point I wanted to share  
10 is that I asked the -- the DOJ to go off the record at  
11 one point toward the end of the day and said, "Look,  
12 you know, you guys have -- you guys have honed in on a  
13 few areas with questions that's really got me thinking.  
14 And are you guys going to write some kind of a report  
15 at the end of this process?"

16                   And they're, like, "We don't know."

17                   And I said, "Are you guys going to be able  
18 to say, 'Hey, these are things you should focus on'?"

19                   And they said, "We don't know. We don't  
20 know what we're allowed to produce or what we're not  
21 allowed to produce."

22                   And so I -- at that point that's when I  
23 asked to go off the record and I -- and I said, "Is  
24 there a way you guys could kind of advise us a bit? I  
25 mean, it's one thing what we're doing and -- and I feel

1 good about our e-mails and able to defend things but,  
2 you know, you've got me thinking maybe there's more  
3 that could be done."

4                   And -- and they said something  
5 interesting. The head of the investigation says,  
6 "Look, it's one thing you guys are able to follow the  
7 legal line and make sure that you're not doing  
8 something that, you know, breaks the law and it -- and  
9 it seems like" -- and this is them off the record  
10 making the statement. "It seems like there's a  
11 differences between staying on the right side of the  
12 law and making sure that the organization is fair to  
13 all types. And if there's a way that we can figure out  
14 how we can provide you advice -- I don't know if we can  
15 but we'll see what we can do on that front but even if  
16 we can't, I'm sure there's people out there you can  
17 talk to and you should probably spend some time  
18 thinking about not just -- not breaking the law but how  
19 you make it actually a more much more thorough (broken  
20 audio)."

21                   So, that -- I wanted to share with you  
22 that we've been -- we've been thinking a lot in the  
23 last year and a half about making sure that we take  
24 (broken audio). I will say we spent lot of time  
25 (broken audio) advice as well and making sure we didn't

1 break the law right before and that's great.

2 But that still doesn't -- we haven't spent  
3 a lot of time talking about how do we make sure it's  
4 fair. So, I think they're right in that statement and  
5 I think you guys know that they're right in that  
6 statement and I think that -- that we ought to do  
7 something about it, right, because -- because if we're  
8 not being fair or we're not finding out how to hold  
9 this better we have to make it better. But what I want  
10 to do and this goes into -- I want to make sure we've  
11 come up with a more fair system. It's just -- it's  
12 just -- and I also want to say I'm sorry it's taken me  
13 so long. You know, I've been the president for over  
14 three years now and I'm sorry it's taken me so long to  
15 come to these thoughts myself and maybe that just shows  
16 some of my limitation as a president and maybe there's  
17 somebody who could do this better than me and that's  
18 fine, too. But I want to make sure we end up with a  
19 more fair system than what we have now.

20 (Broken audio) we could make (broken  
21 audio) impossible organization (broken audio) waste of  
22 time. If we can't get (broken audio) then that's where  
23 (broken audio) do things that (broken audio) be just a  
24 way -- a way of not holding testers hostage. It  
25 should -- it should be a way where testers feel just as

1 empowered that this organization is just as -- just as  
2 thrilled that it exists, not just as a sales tool but  
3 actually as a useful organization for all types.

4                   So, I'm going to pause there because I  
5 think I've done a lot of talking and I think you guys  
6 need to kind of talk a bit. And none of this stuff  
7 that we're talking about now is being -- the call is  
8 not being recorded. I'm not writing things down. I'm  
9 just -- I want to have kind of a more open discussion,  
10 if you guys are willing to, and talk about other things  
11 we can do to improve and (broken audio) lot of (broken  
12 audio) going to (broken audio) a large organization  
13 that is --

14                   (Noise.)

15                   DENNIS BATCHELDER: -- at least  
16 three-quarters of the cohort is nontesters and trying  
17 to get them to make a change without an enthusiastic  
18 support from testers themselves. And I do think the  
19 timing is really good in the organization that --

20                   UNIDENTIFIED SPEAKER: Can I -- can I --  
21 can I just say something that's --

22                   DENNIS BATCHELDER: Yeah.

23                   UNIDENTIFIED SPEAKER: -- stay on the call  
24 ever how long. Generally from my perspective and I  
25 suspect (broken audio) as well -- but he can obviously

1 speak for himself -- we're happy with the way things  
2 are. We don't have issues. We never really have them.

3 And then I would say one thing about the  
4 standards that we've discovered is that we have had a  
5 few issues with some vendors. They've identified we  
6 haven't contacted them correctly or actually more  
7 likely they haven't read the notifications that Scott  
8 has sent that's kind of (broken audio) method of  
9 (broken audio) standard across the state, even if it  
10 makes life a little bit harder and does expose us a bit  
11 to public criticisms through the common tree.

12 But I think if we behave ourselves and  
13 don't do what we say we're going to do and say, you  
14 know, "Sorry. We forgot to tell you" or, We assume  
15 that you would read the (indiscernible) message but  
16 here's -- here are the answers now that you've asked  
17 for them. I think that's all positive. And I think if  
18 anyone's got an issue and you (indiscernible) they need  
19 to say but from this side we're satisfied.

20 DENNIS BATCHELDER: Okay.

21 MIKE: Yeah. We -- NHS. We do have a  
22 slightly different opinion on (indiscernible) you know.  
23 (Broken audio) concern (broken audio) that's that but  
24 like always (broken audio) against tests that are part  
25 of AMTSO and, to be honest, the tests that are a part



1 of AMTSO are really good ones but the really bad tests  
2 that you see you on YouTube or on (broken audio) that's  
3 never really been covered by AMTSO and it's always a  
4 concern for us. If the admission is to improve the  
5 overall industry and the testing, then why are you only  
6 looking at those big testers? Obviously because  
7 they're the biggest impact but you see what it's going  
8 through. And the other thing is that -- yeah, we at  
9 NHS fear that AMTSO never really helped us in any way.  
10 So, instead we were chuck -- being the target.

11 And as you pointed out with the correction  
12 that you received from the DOJ, I mean, these are  
13 pretty much the same concerns that we have expressed,  
14 yeah, in the past that we would really have to play  
15 ball with vendor (indiscernible). And so, I'm, you  
16 know, really looking forward to make changes here.

17 DENNIS BATCHELDER: Cool. All right.  
18 Thanks, Mike.

19 JASON BRVENIK: Can I -- you know, this is  
20 Jason and, you know, I think everybody can understand  
21 my perspective. It actually -- it bothers me that I  
22 had to sue you to get this perspective through because  
23 I tried to express these things years ago and -- and,  
24 you know, our perspective -- I don't think we're going  
25 to be coming back to AMTSO because AMTSO is only

1 detrimental to our business and our position in market.  
2 It offers nothing to me except more work.

3                   And I'd love to see that change but I've  
4 not seen anything that changes that position and so,  
5 I'm happy that there's a reflection there and I'm  
6 hopeful that that reflection can bear fruit. But, you  
7 know, as it stands today I'm pretty clear on -- you  
8 know, on these issues and, you know, hopefully -- we'll  
9 see. We're going to stay and watch but I don't -- I  
10 don't think we're going to engage until and unless we  
11 see real balance and real value.

12                   DENNIS BATCHELDER: Yeah. All right.  
13 Thanks, Jason, on that.

14                   I mean, what I'm hoping on this call -- I  
15 mean, my dream is on this call is that there are people  
16 who -- testers who -- who want to help drive this to be  
17 a more fair and valuable organization and I -- I do  
18 feel the timing is right inside of AMTSO that the  
19 membership is extremely receptive to this. We've had  
20 changes in people on our board. We've had changes in  
21 members and, you know, some of that's due to  
22 acquisitions and some of that's due to just the old  
23 personalities going away and retiring and moving on.

24                   And I think we have --

25                   UNIDENTIFIED SPEAKER: (Broken audio).

1 DENNIS BATCHELDER: We have an opportunity  
2 to change. I'm sorry. What was that?

3 UNIDENTIFIED SPEAKER: Changes in the  
4 (broken audio).

5 DENNIS BATCHELDER: Yeah, yeah.

6 UNIDENTIFIED SPEAKER: (Indiscernible.)

7 DENNIS BATCHELDER: The change --

8 UNIDENTIFIED SPEAKER: (Indiscernible.)

9 JASON BRVENIK: But we haven't had  
10 changes -- you know, we -- we haven't had changes in  
11 the influence, you know, the -- that testers are afraid  
12 to speak their mind in that forum and -- and because  
13 the forum, then, creates the bat with which to hit them  
14 when they do it, you're never going to have an honest  
15 representation and an honest conversation. You're  
16 never going to have an honest ballots voting. It's --  
17 it's not going to happen because too many of the  
18 smaller organizations are too dependent on some of the  
19 people that sit there and watch and check their box and  
20 then -- and then hold them accountable in different  
21 ways. That's -- that environment is never going to  
22 reach that kind of equality for us.

23 DENNIS BATCHELDER: So, you're -- so,  
24 you're saying it's an impossible problem?

25 JASON BRVENIK: I don't believe it's

1 possible for us as testers to be honest in the open  
2 forum about the experience and the perspective of  
3 what's happening without one or many or all when they  
4 gang up turning around and pointing a gun at the one  
5 that they're not happy with right now. It's just the  
6 tool by --

7 DENNIS BATCHELDER: Yeah.

8 JASON BRVENIK: -- which they get to  
9 discover which tester they're going to go after and try  
10 and starve out of the market or punish.

11 DENNIS BATCHELDER: (Broken audio) AMTSO  
12 hurt the one tester (broken audio) allows a vendor to  
13 exhibit that kind of behavior that (broken audio) and  
14 if there's no way we can control that, that's bad but  
15 I'd like to think we could control it.

16 UNIDENTIFIED SPEAKER: (Indiscernible) and  
17 all, though, the concerns Mike raised before and so,  
18 the indications you heard from the DOJ, we have been  
19 complaining and talking about this for three, four,  
20 five years now and we brought all this stuff already up  
21 like -- like Michael already said and nothing changed.  
22 I think the horse has already left the barn. I don't  
23 think there is anything which can get us back to AMTSO.  
24 There's a reason why we left and, therefore, for us to  
25 that organization it's really only done in this time to

1 blackmailing testers.

2                   Like Mike said, only AM- -- AMTSO only  
3 hunting after testers being part of the AMTSO and not  
4 looking up to really bad tests, which -- which are out  
5 there on YouTube.

6                   JASON BRVENIK: Where --

7                   UNIDENTIFIED SPEAKER: Our test make  
8 a -- make a difference in PR and in the press. And  
9 what I think is not our -- as it compares with our  
10 tests at -- some members still, like Simon, Mike, Mark,  
11 Andreas, Greg, Jason. We're all seen in the PR stuff.  
12 Our -- our tests get attention and it's -- it's clear  
13 the reason why AMTSO is talking about these testers  
14 (broken audio) change. Everything -- everything is  
15 (broken audio) and that's all (broken audio) from  
16 (broken audio).

17                  DENNIS BATCHELDER: (Broken audio) so,  
18 there was a reason you guys joined and got something  
19 out of it before we went the standard route and -- and  
20 maybe it's worth reexploring what the value of the org  
21 was at that point. Like -- like -- and, Jason, you  
22 made a statement saying the way the open forum works  
23 it's just never going to be able to work there. I  
24 mean, if we had an org that was more about the  
25 networking and it didn't have the open forum

1 discussions and that stuff were just behaviors that  
2 were not allowed would that be valuable to testers?

3 JASON BRVENIK: Valuable. I mean, I --  
4 I'm not sure that -- I'm not sure, candidly, that it's  
5 at all possible for a test organization to engage in  
6 the AMTSO forum -- in any forum privately or not, that  
7 does not ultimately telegraph to the vendors and  
8 provide the opportunity for them to collude and -- and  
9 attack. It's -- I just don't believe it's possible.  
10 And the behaviors I've seen over the years, the  
11 expressions of it and the attempts have just convinced  
12 me that it's -- it's -- it's not the right place, it's  
13 not a healthy place and it's not a good place for  
14 testers to be.

15 DENNIS BATCHELDER: So, how do -- I mean,  
16 one thing I've -- I've learned in this anti-malware  
17 industry is that testers don't -- testers rely on  
18 vendors for expertise (broken audio) and (broken audio)  
19 and depending (broken audio).

20 MIKE I mean, that's a twist and extend.  
21 Some testers may have a different business model but  
22 what I find more interesting is that you all mentioned  
23 that we rely on the expertise of vendors. We may not  
24 completely rely on their expertise but at least we rely  
25 on their cooperation because it's not always (broken



1 audio) and vendors that when we do get access to  
2 knowledge and we do get access to product to test that  
3 AMTSO is not the organization to go after testers.

4 DENNIS BATCHELDER: Yeah, yeah.

5 Okay. So, focus -- so, your -- Mike,  
6 you're saying, then, focus on the benefit areas, like,  
7 if we the org -- if we could have an organization that  
8 really focused on how this is cooperation and don't  
9 focus on anything else, it could be very useful.

10 MIKE: We had this already. That was the  
11 beginning of AMTSO before -- when the transfer and the  
12 (broken audio) database. This was founded that way and  
13 then it changed.

14 DENNIS BATCHELDER:

15 UNIDENTIFIED SPEAKER: The other part of  
16 it you kind of mentioned with the expertise thing is  
17 there was always this promise that there would be more  
18 technical maybe tools to make testing easier or easier  
19 to (broken audio) happened if (broken audio) benefit  
20 from never (broken audio).

21 JASON BRVENIK: I mean, even the RTTL  
22 wasn't usable.

23 DENNIS BATCHELDER: (Broken audio) RTTL  
24 was a success.

25 JASON BRVENIK: It's not even usable.

1 DENNIS BATCHELDER: It's one of those  
2 promises that never got delivered.

3 JASON BRVENIK: It's -- it won't --

4 UNIDENTIFIED SPEAKER: There's a problem.

5 GREG: You know, that -- that our  
6 organization was basically, you know, attacked over  
7 that whole RTTL versus wildless stuff. So, I  
8 definitely have a different perspective than everybody  
9 else on that one.

10 JASON BRVENIK: Yeah. I mean, RTTL itself  
11 isn't unusable in our business because of the way we  
12 run and its license agreement prevents it. So, even  
13 there, right, a purported value is --

14 DENNIS BATCHELDER: Yeah.

15 JASON BRVENIK: -- is not.

16 MIKE: A good point overall. Whenever  
17 testers asked for help, yeah, nothing much happened and  
18 sometimes it was really about easy things like provide  
19 useful locked files to provide a way to check which the  
20 natural version the products have -- provide a way to  
21 initiate and update to make sure we update all those --  
22 yeah. These are things that are held in testing and,  
23 yeah, not even that kind of stuff, yeah.

24 UNIDENTIFIED SPEAKER: (Broken audio)  
25 might even be things like the (indiscernible) clock

1 or -- very good idea for testers to test the clock  
2 connection using the clock, clock. However, just  
3 another thing we don't really want to support it. Oh,  
4 well, may require too much engineering resources and,  
5 hey, right. All the (indiscernible) companies have  
6 (indiscernible) all the time.

7 DENNIS BATCHELDER: That's interesting.  
8 These are the kinds of things if we wrote a standard  
9 for could actually be useful for testers.

10 JASON BRVENIK: No, no. If you had  
11 addressed them, it could have been useful.

12 DENNIS BATCHELDER: Yay.

13 JASON BRVENIK: Okay?

14 DENNIS BATCHELDER: I can put in all the  
15 past perfect tenses but you're right. I think there  
16 are probably opportunities in the future that will come  
17 up that we could be useful on. I mean, I can't think  
18 that the world is over now and that, you know,  
19 standards won't change and you -- and that there would  
20 be support we could offer.

21 JASON BRVENIK: Well, so -- so, I'll go  
22 back to a couple of points, though. In every case  
23 where it's not in the vendor's interest, they simply  
24 vote it down.

25 UNIDENTIFIED SPEAKER: Yeah.

1 UNIDENTIFIED SPEAKER: I think (broken  
2 audio).

3 DENNIS BATCHELDER: Yeah. So I -- one --  
4 one thought I had about this voting down thing, I mean,  
5 once -- with this change we made in the bylaws, it  
6 doesn't help things get initiated. It only gets --  
7 it's just -- it just makes sure that the things that  
8 get done have the agreement on the both sides.

9 JASON BRVENIK: But it doesn't actually.

10 DENNIS BATCHELDER: Things can still get  
11 voted down.

12 JASON BRVENIK: It doesn't actually --

13 DENNIS BATCHELDER: Well --

14 JASON BRVENIK: -- because it's still an  
15 environment whereby if a test organization that is  
16 relying on a vendor that doesn't want something to  
17 happen votes a way they don't like, they get screwed.

18 DENNIS BATCHELDER: Yeah.

19 JASON BRVENIK: So, you still don't have  
20 an independent vote environment that has equal  
21 representation.

22 DENNIS BATCHELDER: Yeah. No. You're  
23 right. I mean, I understand that point as well. It's  
24 that -- you know, it's got to be tough for an  
25 independent, smaller organization to take a public

1 stance that goes against their business, I guess. I --  
2 I can -- yeah. I don't know how you solve --

3 JASON BRVENIK: I think it was proposed  
4 way back when the voting was closed so that they  
5 couldn't be, you know, strung up with a vote and even  
6 that was sent back as, "No, no. You'll be -- you'll be  
7 subjected to the cross and the noose." That was three  
8 years ago. You can't get an honest vote when the deck  
9 is stacked so much against you.

10 DENNIS BATCHELDER: Okay. So, (broken  
11 audio) perspective we ended up on was the opposite  
12 which was (broken audio) we don't know why people say  
13 no. But you're saying that if nobody has the courage  
14 to say why they're saying no anyway you still don't  
15 learn. So, that was a silly argument.

16 Let me -- let me ask this question about  
17 if we had a -- if we had a board that was more  
18 balanced -- I mean, we've been trying to engineer a  
19 board that had more testers on it but -- but that's not  
20 an easy thing to do. And one thought I had was imagine  
21 a third of the board was elected by testers, a third of  
22 the board was elected by nontesters and the other third  
23 were open elections. (Broken audio) proposed board we  
24 could for -- (broken audio) that the board requires,  
25 you know, a majority of votes from (broken audio) not

1 just for members (broken audio) will that help us build  
2 more organizations that will make more balanced  
3 decisions and keep things from getting voted down?

4 And the reason I'm bringing this stuff up  
5 now is I think we finally are at a point where we have  
6 an opportunity to drive these changes. And I guess the  
7 question with you guys is is it worth it or not or is  
8 it just time to say, "Well, that was fun"?

9 JASON BRVENIK: Damage is done. You're  
10 not going to undo the damage that's been done. You're  
11 not going to recover from it --

12 DENNIS BATCHEDLER: Right.

13 JASON BRVENIK: -- and you're not going to  
14 get it to a point where, you know, it can be an  
15 independent, viable, trustworthy source. I don't know  
16 the -- continuing to spend time on it is something that  
17 I would be interested in because we put the effort in.  
18 We raised the issues and ultimately, you know, it was  
19 the tool used to try and beat on us with.

20 DENNIS BATCHELDER: And you say that,  
21 Jason, yet here we are on a phone call trying to talk  
22 about what can be done to be changed. So --

23 JASON BRVENIK: Well, I mean, certainly  
24 you're asking. I'm sharing my perspective is to the  
25 extent that even if you did all of the things -- right.

1 I'll share this perspective. Even if you did all of  
2 the things that made it, quote, balanced, more  
3 balanced, equal, not punitive, there's still this long  
4 history that have -- would have to be overcome for it  
5 to actually get value, right?

6                   So -- so, even if -- flip that switch  
7 today, AMTSO is still a vendor-driven, self-interested  
8 organization and -- and it's not actually going to make  
9 a difference for what I have to do because I still have  
10 to do all that work in my business anyway. It's just  
11 doubling the work I have to do in order to get AMTSO  
12 there, too; and the vendors are just going to continue  
13 to do what the vendors do.

14                   Nothing in the standard, you know, stops a  
15 vendor member from commissioning a bad test. Nothing  
16 in the standard stops a vendor member from, you know,  
17 attempting and sending threatening letters or cheating.  
18 Nothing in the standard requires them to do anything  
19 that's in the best interest of the results and the  
20 testing and the publication.

21                   DENNIS BATCHELDER: Great. So, the  
22 standard is not the thing that solves problem and I  
23 think we all agree on that. It's just a way that a  
24 test could be run and it's voluntary for that. But --  
25 so, I think blaming a standard is probably not helpful

1 here --

2 JASON BRVENIK: Well --

3 DENNIS BATCHELDER: -- because even if the  
4 standard doesn't exist, what you're saying is that the  
5 org still won't help.

6 JASON BRVENIK: I don't believe that even  
7 if we could get to a point where we could get these  
8 things evolved in a standard and we could get these  
9 things published in a way that was balanced, that it  
10 changes the vendor's representation and perspective on  
11 it where it makes our lives equally easy. That --  
12 that's what I don't believe can happen because of the  
13 history there, right? We're -- we're starting 20 foot  
14 down trying to get back up to ground level.

15 DENNIS BATCHELDER: Okay. So, Jason,  
16 thank you for that perspective.

17 Is that a shared perspective, guys, on --  
18 is it just -- I mean, I think, Peter, you expressed  
19 that. You think AMTSO's dead and that's why you're not  
20 joining anymore. So, that's Peter and Jason feels that  
21 way.

22 But, yet, I heard Simon feeling it's  
23 useful and does things. What -- I'm really curious  
24 where the rest of you guys stand. Is it -- I mean --

25 UNIDENTIFIED SPEAKER: This is -- this is



1 my feeling on it and I've -- actually I think we were  
2 pretty vocal about why we voted against the standard to  
3 begin with and it's almost exactly what Jason just  
4 said. But that there was all these things that the  
5 testers needed to do and very -- it was very one-sided.  
6 There was very little that the vendor had to do.

7 So, we voted against it. Our vote was  
8 obviously overruled. The standard was approved and  
9 then other cases where changes were made to the -- to  
10 the standard there was a vote brought. It seemed like  
11 you didn't get the vote that you wanted. So, we just  
12 voted again, like, in another month and then everybody  
13 accepted the changes and it didn't -- it just didn't  
14 seem right to me that that's the way, you know -- okay.  
15 We've -- we've tried to vote. The vote -- the  
16 things -- the changes didn't get accepted. So, we'll  
17 just have another vote in, like, a couple of more  
18 weeks. Eventually everybody's going to vote for it  
19 because it's like, "Okay. It's futile. I might as  
20 well vote for this" whatever. It didn't seem like we  
21 were trying to make things better. It was trying to  
22 keep voting until we got what we wanted, not -- you  
23 know, not the folks voting against it got. We got the  
24 opposite.

25 DENNIS BATCHELDER: I'm so sorry it came

1 across that way. That's horrible. Because it was  
2 really just we didn't meet quorum and we had to vote  
3 again.

4 But, yeah, I can see that how it could be  
5 viewed that way.

6 UNIDENTIFIED SPEAKER: But, I mean, maybe  
7 there was a reason that we didn't get a quorum because  
8 folks weren't necessarily for it.

9 JASON BRVENIK: Well, yeah. Look at  
10 the -- I mean, look at the tally on it. Somebody  
11 abstaining to prevent us from getting to a quorum.

12 DENNIS BATCHELDER: (Broken audio).

13 JASON BRVENIK: When -- when you look at  
14 the tally on it and the method, I mean, it's almost as  
15 if people knew who needed to be in there for a quorum  
16 or not and who needed to vote when and who needed to  
17 abstain when in order to get or prevent what needed to  
18 happen.

19 DENNIS BATCHELDER: Anybody care (broken  
20 audio).

21 UNIDENTIFIED SPEAKER: (Broken audio.)

22 DENNIS BATCHELDER: It's really bad. It's  
23 like we're getting every other word.

24 JASON BRVENIK: Yeah. I get that, too. I  
25 think it's a data problem with the VoIP line here. It

1 seems to have cleared up. Yeah.

2 DENNIS BATCHELDER: Yeah.

3 JASON BRVENIK: I see if you step out and  
4 you look at the record, though, and you look at the  
5 individual participation or not or abstaining or not,  
6 it's almost as if somebody decided and got together and  
7 said, "Well, I'm not going to do this one and I'll  
8 abstain here and that'll stop a quorum and we can  
9 approach it again." Like you could -- you can see that  
10 kind of activity.

11 DENNIS BATCHELDER: Wow. And I'm not  
12 saying wow that, "Oh, my God you caught me." I'm  
13 saying wow that -- that -- that you guys think that  
14 we're even that sophisticated that we could -- we could  
15 do something like that. Because that's amazing. I --  
16 I wish I was that clever but I -- I'm not.

17 JASON BRVENIK: I'm not saying AMTSO is  
18 but I'm saying to prevent getting a quorum it only  
19 takes two vendors abstaining, one vendor abstaining.  
20 And that if they've done their work and talked at  
21 dinner about who's going where and who's doing what  
22 they know exactly which one's going to do it and how it  
23 plays for their political perspective.

24 UNIDENTIFIED SPEAKER: Yeah.

25 DENNIS BATCHELDER: I -- I'd like to think

1 that the -- those games are over, especially since  
2 several of those gaming personalities have left but I'm  
3 not sure that it is. I just don't know. You guys  
4 probably have a better feel than I have on that.

5           This is a lot of work. Somehow I'll  
6 figure this one out. I'm not -- I mean, my personal  
7 thought is I'm not -- I mean, it hasn't been that fun  
8 this last year and a half here going through all this  
9 crap but what I would like to make sure this  
10 organization at least has a chance of trying in a -- in  
11 a fair way and if it doesn't work, fine, at least we  
12 attempted and tried to get it fair.

13           But I -- I'd like to see that there's at  
14 least some testers willing to try and do that and  
15 willing to help make it into that fair organization.  
16 As I said, I think we have an opportunity to get these  
17 changes in place and we can get the structural changes  
18 in place to make it happen. And we can drive the  
19 cultural changes but it really is going to take a few  
20 testers to agree that they want to -- they want to do  
21 that.

22           And, honestly, I guess I'm going to  
23 speak -- Peter and Jason, if you guys aren't there,  
24 your votes aren't going to get heard. I get it that  
25 you don't see any value and you don't want to be in it

1   there but it's -- it's -- unless the organization just  
2   dies, it's tougher to change it on the outside. And  
3   your -- your votes and your ideas would be very useful  
4   inside the organization.

5                   PETER: I've been speaking out for five  
6   years and I've failed to --

7                   DENNIS BATCHELDER: But -- but -- and then  
8   consider this. What if we could change it now? Is it  
9   worth it or not or are you just going to say because it  
10  took me five years and, Jason, because you had to sue  
11  us, therefore, it's not worth it anymore and those days  
12  are over and, you know, screw you? Or could we --  
13  could we figure out a way to just -- you know, maybe  
14  there's an opportunity here to drive this change that  
15  nobody could hear it before but now they can.

16                  PETER: I think (indiscernible) right.  
17  Three testers are on the board now, I think. Three or  
18  four. I'm not sure. So, maybe we can see a change in  
19  five years.

20                  DENNIS BATCHELDER: Yeah. Yeah. God, I  
21  hope not. But, yeah, why not?

22                  PETER: Yeah.

23                  DENNIS BATCHELDER: Drive it. I mean, I  
24  hate to think it would take that long but --

25                  PETER: There's still -- one of the

1 largest testers are still AMTSO (indiscernible). Yeah?  
2 There's no need for us to (indiscernible).

3 DENNIS BATCHELDER: I -- I -- I'm only  
4 thinking change would go faster if -- if we all figured  
5 it out together. It's going to go a lot slower if some  
6 of the larger testers are not there. So, that's how  
7 I'm thinking there. But, I mean, we'll -- we'll still  
8 try either way but I think it's just going to be that  
9 much harder. That's all.

10 PETER: We can talk it later.

11 DENNIS BATCHELDER: Yeah. Oh, that's  
12 right. You're coming. Cool.

13 PETER: Yeah.

14 DENNIS BATCHELDER: Good place to talk.

15 JASON BRVENIK: And I'm happy to watch and  
16 observe. I've got no cycles to offer to try and fix  
17 what's horribly broken.

18 DENNIS BATCHELDER: Yeah. Okay. Well,  
19 then, you know, either -- either -- Jason, either come  
20 or send someone to some of the meetings. Even as a  
21 nonmember we would really appreciate the input or their  
22 perspective if nothing else. And I'm very happy, even  
23 if you're not a member, that you find a way to -- to  
24 come and give us the outside perspective. The more we  
25 hear it, the more it beats into us, I think the better

1 chance we have of actually driving this change.

2 JASON BRVENIK: And the more time I spend  
3 not doing what I do --

4 DENNIS BATCHELDER: Yeah.

5 JASON BRVENIK: -- trying to fix what  
6 you've done.

7 DENNIS BATCHELDER: Okay. But if you  
8 could get me a fix of what we've done, that would be  
9 useful, wouldn't it?

10 JASON BRVENIK: And I'm going to be happy  
11 to watch and see it happen.

12 DENNIS BATCHELDER: Okay. Cool.

13 UNIDENTIFIED SPEAKER: Hey, I've got to  
14 drop off because I've got other meetings coming up  
15 here. So --

16 DENNIS BATCHELDER: Okay. I look for you  
17 guys --

18 UNIDENTIFIED SPEAKER: I do, too.

19 UNIDENTIFIED SPEAKER: I appreciate you  
20 organizing this.

21 JASON BRVENIK: Yeah, absolutely.

22 DENNIS BATCHELDER: Thanks.

23 JASON BRVENIK: And I'm happy to see  
24 progress.

25 DENNIS BATCHELDER: Okay. Then I'm hoping

1 we can get you some progress but I'll need some of you  
2 guys to help drive it. It's going to be pretty hard to  
3 do it without any support.

4 All right, guys, thank you very much for  
5 your time. Thank you for giving me more things and  
6 more perspectives to think about and I'll -- would you  
7 guys be willing to have another call like this, like,  
8 maybe we could set up a monthly chat on where we are  
9 and what's changing?

10 JASON BRVENIK: I think an e-mail is fine  
11 for me.

12 PETER: Sure.

13 DENNIS BATCHELDER: All right. Awesome.  
14 Thanks, guys. Take care. Bye-bye.

15 UNIDENTIFIED SPEAKER: Bye.

16 UNIDENTIFIED SPEAKER: Okay. Thank you.  
17 Bye.

18 JASON BRVENIK: Bye, guys.

19 (End of audio)  
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I, Stephanie McClure Lopez, CSR, hereby certify that  
this transcription is a true and accurate record,  
transcribed to the very best of my ability, of the  
event or events contained in the caption page hereto.

SUBSCRIBED AND SWORN to by me this, the 25th day of  
March, 2020.



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